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# Improving mechanisms of social partnership in the system of «government-business-civil society» in the context of European integration

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## Abstract

The article examines the evolution of political relations between the state and business in Ukraine in the conditions of state corporatism. The purpose of the article was to determine the main political trends of government-business interaction, to reveal the processes of evolution of relations and to assess the prospects of their influence on the modern Ukrainian political process. The concepts of collective action and the model of universalism-particularism are proposed as a methodological basis for the analysis of relations between state, business and civil society. It is substantiated that the mechanisms of political interaction between the state and business are gradually being replaced by the mechanisms of political influence of the state on business. The results obtained emphasize the role that civil society organizations can play in the representation of politics. In the conclusions it was established that the forms and principles

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of state corporatism describe relations; when the government not only chooses: organizations and groups that should represent the interests of the enterprise in interaction with it, but also controls them to some extent.

**Keywords:** business; political relations; social cooperation; consumer organizations; non-governmental organizations.

## Mejora de los mecanismos de colaboracion social en el sistema «gobierno-empresa-sociedad civil» en el contexto de la integracion europea

### Resumen

El artículo examina la evolución de las relaciones políticas entre el Estado y las empresas en Ucrania, en las condiciones del corporativismo estatal. El propósito del artículo fue determinar las principales tendencias políticas de la interacción de gobierno y empresa, para revelar los procesos de evolución de las relaciones y evaluar las perspectivas de su influencia en el proceso político ucraniano moderno. Los conceptos de acción colectiva y el modelo de universalismo-particularismo se proponen como base metodológica para el análisis de las relaciones entre Estado, empresa y sociedad civil. Se fundamenta que los mecanismos de interacción política entre el Estado y las empresas están siendo reemplazados gradualmente por los mecanismos de influencia política del Estado sobre las empresas. Los resultados obtenidos enfatizan el papel que pueden jugar las organizaciones de la sociedad civil en la representación de la política. En las conclusiones se estableció que las formas y principios del corporativismo estatal describen relaciones; cuando el gobierno no sólo elige a: organizaciones y grupos que deberían representar los intereses de la empresa en interacción con ella, pero también los controla hasta cierto punto.

**Palabras clave:** empresas; relaciones politicas; cooperacion social; organizaciones de consumidores; organizaciones no gubernamentales.

### Introduction

The study of political aspects of relations between the state and business in Ukraine is important, both from the point of view of the development of the state and the progressive development of entrepreneurship in the country. Economic reforms required the state to carry out deep institutional,

legal and social transformations, which added a systemic character to the political interaction of business and government.

The object of the article is the processes of interaction between the state and business, the subject of research – forms, mechanisms; and models of interaction between state institutions of power and business structures.

The purpose is to determine the main political trends of the interaction of government and business, to reveal the processes of evolution of relations at the beginning of the XXI century. and evaluate the prospects of their influence on the modern Ukrainian political process.

To achieve the goal, the following tasks: to determine the main political approaches to the system of relations between the state and business that have developed in modern Ukraine; to analyze the political relations of business and government in the conditions of state corporatism; consider mechanisms, forms and models of political interaction between the state and business; assess the development of business as an independent factor in the political field of the country; justify the necessity of conducting scientific research on issues within the limits of modern political science; identify the regulatory role of the state in relations with business to ensure democratic development.

There are three systemic approaches to the relationship between business and government, based on: a social contract between business and government, a systemic crisis, and relations under state corporatism. Currently, the role of political factors is increasing in the relationship between business and government. The state gradually becomes dominant in relations with business.

Business arose as a result of the state's implementation of radical liberal reforms, turned into an independent subject not only of the economic and social, but also of the country's political life, which created an important political problem of reconciling the interests of business and the state.

Thus, the problems of relations between business and the state occupy one of the leading places in political processes, and political science is currently in search of new ways of conceptualization and formation of new mechanisms and methods of implementation. Creation of a generalized scientific picture, in which, on the one hand, theoretical methods of interaction of political, economic, legal, and social science would be applied; on the other hand, taking into account various mechanisms of interaction, at hierarchical, structural levels, has another relevant basis. It consists in the combination within a single research strategy of the following conceptual components: «politics», «economy», «law», «sociology». However, this can be a confirmation that in political science there are not only differentiation tendencies, but also integration processes and phenomena.

## 1. Methods and materials

We use an integrated approach with mixed methods to evaluate the ways of influence of non-governmental organizations on the interaction of citizens with the authorities. Qualitative interviews are used to assess the validity of quantitative findings. A qualitative approach also allows us to analyze the mechanisms that can explain whether and how contact with non-governmental organizations can influence interaction with local authorities.

An effective approach to the study of political mechanisms turned out to be a systemic approach, within which the level of control of political processes is the key basis of relations between business and the state. Since the level of influence is provided by resources, it is possible to draw conclusions about patterns of interaction: actors interact equally or one acts as a dominant influencing another actor.

Since the “cost” of the administrative and power resource has increased significantly, the financial resource is losing its influence on the state. The policy of “property” expansion allows the state to compensate for the reduction of financial support for corporate business. Applying the method of qualitative expert assessments as a method of analysis, it can be concluded that the state controls and influences a significantly larger number of political processes compared to the business community.

Let's determine the theoretical and methodological foundations of the research. Modern political science has the potential to explore the interaction of various spheres of the political process in the country. Important theoretical and methodological orientations of the research are located in key areas, the main of which are the theory and methodological principles of political analysis, including methods of interaction of state policy and management.

The polyaspect nature of the research object determined the plurality of approaches: to its study, and the organizational: functional” complexity of the studied phenomenon determined the plurality of used research strategies and methods. Prognostic, statistical, genetic and evolutionary analysis, the method of expert evaluations, media content analysis and other methods based on political science approaches to the problems were used. Elements of systemic, structural-functional, normative, institutional analysis, comparative research method were used.

Let's consider the degree of development of the topic in scientific research. In domestic special literature, issues related to theoretical and practical aspects of the relationship between government and business were reflected in the works of M. Mykhalchenko, V. Pugach. According to the conclusion, an oligarchic form of government with some features of a

half-dissolved democracy has developed in Ukraine, which provides the oligarchic power with a civilized image. The researcher considers the stage of oligarchic rule with some optimism, considering it to be temporary, since it was passed in various forms by many modern democratic countries, until clans, financial and industrial groups, corporations learned to entrust the management of states to their political agents, and such a situation was not legally enshrined in laws that separated politics from business. M. Mykhalchenko determined that under the conditions of the dominance of oligarchic industrial and financial political groups, management groups are structured around individual oligarchs who become economic and political winners (Social values, 2013: 29).

T. Syrytsa carried out a comparative study of the convergence of business and politics as spheres of activity, which causes the non-competitiveness of both politics and the economy (Syrytsia, 2006: 205).

V. Pugach determined that «the convergence of politics, business, and bureaucracy in Ukraine not only significantly affected the peculiarities of functioning and quality indicators of the Ukrainian bureaucracy, but also contributed to the establishment of the corporate-clan foundation of the Ukrainian government» (Pugach, 2006: 4).

According to NISD scientists, the following areas should be prioritized in relations between the government and civil society: establishment of a fruitful dialogue between the government, non-governmental organizations and citizens; creation of favorable legislative conditions aimed at the development of civil society institutions, ensuring their financial capacity; promoting the development of philanthropy and philanthropy, creating economic (tax) incentives for businesses and citizens in order to support civil society institutions; development of the state order to civil society organizations in the sphere of providing social services to the population (On the state of development, 2022: 49).

This led to the politicization of judicial and executive bodies, increased interests of business, political parties, law enforcement agencies and criminal groups, aggravation of the political situation in Ukraine and, as a result, a crisis of state power» (Dmytrenko, 2011: 453).

According to formal normative features (presidential decrees, government resolutions), as noted in the analytical report «The State and Civil Society in Ukraine: Searching for a Concept of Cooperation», Ukraine has created conditions for the development, national legislation on this topic is conceptually as a whole corresponds to the provisions of modern political and legal theories. At the same time, the nature of the struggle for power significantly inhibited state efforts to promote the development of civil society, and also affected the direction of these efforts depending on the ideology of the ruling political forces.

Changing the format in the relationship between the government and civil society requires the state to take successive steps, in particular, to overcome the formal attitude of the authorities and state administration to consultations with the public, which are still the main form of interaction between them, and the spread of the concept of electronic government, but with a caveat. That personal communication of citizens with the authorities should not replace their activity in public associations. Truly real steps to promote civil society on the part of the state would be the provision of permanent and systematic financial, material and methodical assistance to non-governmental organizations, as well as the introduction of benefits for their sponsors.

N. Hrychyna determined that almost the entire spectrum of Ukrainian business is represented in the Verkhovna Rada, with minor exceptions. (Hrychyna, 2009:119).

R. Pavlenko claimed that deputies are elected to parliament exclusively to lobby for their own business interests or those of the leaders of financial and industrial groups (Pavlenko, 2004: 86).

D. Korotkov identified the diffusion of large capital and politics, which inhibits the democratic consolidation of society in Ukraine. After all, the main actors in politics will continue to be financial and political groups that have completely monopolized the economic, political and administrative levers of action. Large financial and industrial clans began to fight among themselves, constantly replacing each other in power. This affected the quality of politics, social and state progress, because the interests of the business elite turned out to be focused only on the increase of personal wealth, and not on the development of the economy (Korotkov, 2012: 186).

A. Loy emphasizes that the domestic political elite is in a risky state of minimal contact with civil society. In society, there was a demand to renew the political class so that it would be separated from oligarchic business. This requires an atmosphere of constant civil society pressure on the authorities. Only by displacing the modern primitive business and political elite, society will have the opportunity and perspective of development (Loy, 2016: 6).

A. Bakurova defined the methodological bases of modeling self-organization processes, the concept of their mathematical modeling based on a soft system methodology; modern methods of modeling socio-economic processes, interactive and game-theoretic models for various types of socio-economic interactions, model of intersectoral interaction of civil society «government-business-community» are described; non-linear processes of territorial self-organization, geospatial processes of territorial cluster formation, influence of inter-firm network formation on territorial development are analyzed (Bakurova, 2008: 97).

N.I. Krickaluk analyzed the institutionalization of civil society as the main criterion of democratic development (Krickaluk, 2016).

In the system of state-public administration, leading elements perform the function of integration of state power and the power of public organizations. We will define typical models of advisory bodies: the public council as a model is fixed at the legislative level, outlined in the analysis of the participation of public organizations in the adoption of state-management decisions; public expert council, expert commission; the center of public expertise as an independent analytical center, a Ukrainian non-governmental, non-profit organization whose activities are aimed at informational, analytical and expert support for the implementation of systemic changes in the public and private sectors of Ukraine; non-governmental research (analytical) centers, which are a component of the political process, influence the decision-making of the authorities, participate in the work of public councils and boards created by the central authorities.

The source base consists of legislative acts, resolutions, state program documents; as well as information in official documents, scientific, reference and periodical literature on the researched topic, in materials of local authorities.

In foreign scientific literature quite a lot of attention paid to the problems of relations between business and the state. Among the authors investigating the issues of political and economic relations and business as a socio-political actor in the modern political process, we can mention such researchers as Alexander G., Ananiadis V.R. Andrews R. Berman, Sheri Claibourn M.P., Martin P.S. Cohen J.E., Bernhagen P., Marshall D. Gilens M., Page B.I. Regini M. Snyder R. Weeden, Curt.

Scientists paid attention to the study of social capital and interest groups: A. Rasmussen, S. Reher, P. Paxton, M. Olson, W. Maloney, G. Smith, G. Stoker, S. Knack, T. Kuzio, H. Klüver.

Despite the abundance and variety of works on the issues under consideration, they do not provide comprehensive answers to many questions, which requires further search for ways to improve the effectiveness of the state's interaction with business and involve business in the democratization process.

## **2. Results**

Civil society is defined as a political association that regulates social conflicts through rules that keep citizens from harming one another. The authors proceed from the assumption that the importance of solving these



problems for ensuring the effective development of the country puts forward new research tasks for political science. There are four conceptual directions in the scientific literature devoted to the topic of research: the first: social direction. The founders of this direction define some constructive models in the social sphere: charity and social partnership (Tkach, 2019: 51).

Second: economic direction. The authors of this direction studied the mechanisms of interaction between the state and business from the standpoint of the real economy (Tkach, 2017: 35).

The third: legal direction. Within the framework of this direction, the relationship between the state and business is considered through a conflict of interests, expressed in legal form.

Fourth: political direction. The authors of the direction This direction allowed to assess the interaction of the state and business, from the point of view of the development of the political system.

A large volume of official documents, state program documents: laws, Government resolutions, other normative legal acts dedicated to the problem under study.

New formats of interaction between public authorities and civil society organizations have been defined in Ukraine. For example, humanitarian hubs, networks of coordinators, systems of advisory assistance to displaced persons, systems of information and reference resources (On the state of development, 2022: 39).

In Ukraine, the development of civil society is supported by the policy, which is provided by laws: «On unification of citizens», «On social dialogue in Ukraine», «On local self-government in Ukraine», «On information», «On trade unions, their rights and guarantees activities», «About youth and children's public organizations», «About the organization of employers», «About self-organization bodies of the population», «About charity and charitable organizations», «About volunteering», «About social services», «About the principles of regulatory policy in the field of economic activity».

In 2007, the «Concept of promoting the development of civil society by executive authorities» was approved. In 2012, the resolution «On ensuring public participation in the formation and implementation of state policy» was issued, which approved the procedure for holding consultations with the public on issues of state policy implementation.

The current issue is the «National Strategy for Promoting the Development of Civil Society in Ukraine for 2021-2026», adopted in 2021 with the aim of establishing the obligation of local councils to adopt statutes, legal regulation of peaceful assemblies, amending the Law of Ukraine «On Bodies of Self-Organization of the Population».

In 2021, the Decree of the President of Ukraine «On the National Strategy for Promoting the Development of Civil Society in Ukraine for 2021-2026» was adopted. In 2021, the government approved the National Strategy for the creation of a barrier-free space in Ukraine for the period until 2030 to ensure equal opportunities for participation and associations in the life of communities and the state (On the approval, 2021).

In 2021, the law «On the basic principles of youth policy» was adopted, which creates institutional foundations and mechanisms for involving youth the order of organization has been submitted to the Parliament of Ukraine for consideration.

Thus, in states with developed democracy, civil society is an equal partner of the state in solving socio-economic, humanitarian and political-legal tasks.

The organization of civil society is ensured by: providing cost-effective social services that the state and commercial organizations cannot provide on their own, by developing innovative approaches to providing services; spreading philanthropy and providing targeted and operational charitable assistance; non-political, without the goal; consideration of the interests of various social groups; implementation of public control over power and effective fight against corruption (Tkach, 2019).

According to the analysts of the National Institute of Strategic Studies, civil society institutions neutralize the paternalistic expectations of citizens, support and reproduce a democratic political culture, and also play a political role in ensuring social stability.

In Europe, civil society was not created by entrepreneurs. Y. Habermas in the work « The Structural Transformation of the Public Sphere», in which he determined that the public is a prototype of civil society through media spheres, horizontal informational connections between subjects, that is, through the exchange of information. The sources of civil society were not business associations, but intellectual connections. And only after entering this existing organized space, the bourgeoisie was able to reorient itself from powerful bureaucratic verticals to horizontal connections, which contributed to the formation of a free market space (Habermas, 1991).

In Ukraine, a specific understanding of «politics» was formed as a tool for the development, adoption and implementation of decisions by certain interest groups in the interests of these same groups (Teleshun, 2017).

The interaction of civil society associations with state authorities is complicated due to: use in the political process, artificial activation during the election period, not in defending the interests, rights, and requests of citizens, but the interests of party-political forces, private and corporate interests of financial and industrial groups, officials state bodies and local

self-government bodies. In negotiation processes, the trade union side yields to the levers of influence of state authorities and the side of employers. The role of those trade union organizations and employers' organizations that are not included in the social dialogue format according to the legally established qualification is minimal (Gosewinkel and Dieter, 2011).

The model of interaction with state authorities requires: ensuring information openness on the part of state authorities, timely informing about the preparation of political decisions; achieving the distance of trade union organizations from the influence of state institutions, employers' organizations; improvement of the normative legal field, elimination of its miscalculations and gaps (Tkach, 2017).

Thus, the evolution of political relations between the state and business indicates the need for a contract that ensures interaction between business and the state. The contract between business and the state at the initial stage built relations between the government and business, and was observed by business and the government. The period created a favorable political climate for business structures. But the favorable terms of the contract did not extend to companies separated from the decision-making center. Despite this, big business could effectively influence political processes, medium and small businesses were outside the system of state interaction. This testified to the inefficient functioning of the representation system.

The contract at the second stage was characterized by the establishment of a consultation regime, leveled the situation, removed corporate business from decision-making centers, increased the legitimacy and effectiveness of business associations as instruments of the interests of the business community.

Let's define the limits of partnership between the state and civil society. Civil society has a responsibility to fulfill certain social problems. The state, as a subject of social policy, must solve tasks that cannot be solved by institutions of civil society, which require centralized management. That is why, taking into account the presence of common goals (problems), a transition from confrontation to cooperation is possible (On the approval of the National Strategy, 2021).

### **3. Discussion**

Consider the discussion on the interaction between civil society (government, business) and democracy. The political element of political organizations contributes to raising the level of awareness among citizens, as it is a forum for people with common goals and interests for the development of a democratic regime. This helps to make better choices

when voting, participate in politics, and ensure government accountability. Associations are a source of information that lowers barriers to collective action, as groups influence politics by exerting pressure on governments, balancing state power, and giving participants skills in democratic decision-making (statutes of these political organizations are considered micro-constitutions).

Robert D. Putnam determined that non-political organizations are important for democracy because they create trust, value social capital, and contribute to democratic transitions (Putnam; Leonardi, 1994: 27). Social capital can help societies resolve collective action dilemmas through social networks. Social networks will trust other members of society, use social capital to create public goods. Civil society is a factor in the formation of social capital. Social capital is a condition for the formation of civil society. However, the research methodology of social capital and its measurement (for example, values, trust, membership in associations, trade unions, volunteerism, development of non-profit organizations) has not yet been formed.

However, Thomas Carothers identified that civil societies do not necessarily promote democratic values. Sheri Berman identified that civil society organizations can be used to mobilize people against democracy. This was evident in the fall of the Weimar Republic in Germany, the network of civil society harmed democracy (Carothers; Barndt, 1999: 21).

Kenneth Newton determined that there is insufficient evidence that social and political trust intersect (Newton, 2001: 203). Larry Raymond has identified: to understand the mechanisms of democracy, it is necessary to analyze the tensions that civil society creates for democracy by obstructing the functioning of representative institutions, distorting the effects of politics in favor of the rich with connections to the organization (Diamond, 1994).

Yuval Levin determined that civil society is a gate between the government and citizens, limits undemocratic consolidation of power (Levin, 2008).

Theda Skocpol shows that while civil society has brought more democracy, the shift from large unions is less likely to reject participation in democracy.

Civil society in the state is understood as the “third sector” which differs from the state, business, includes the family, the private sphere; a set of non-governmental organizations and institutions promoting the interests and will of citizens; a set of organizations and individuals in society that are independent of the government, a set of elements: freedom of speech, an independent judicial system, which form a democratic society, as a normative concept of values.

In the process of implementation, during the formation of annual plans, civil society to develop and make appropriate changes to the legislation, which will provide for ensuring the responsibility of state authorities and officials who violate the requirements of the mentioned Resolutions, obstruct the work of representatives of CSOs in joint bodies (public councils), conducting public examinations. Initiate the development and approval of the procedure for CSOs to submit their proposals to draft regulatory acts.

Interaction with business as an activity of civil society interest groups is related to economic and social development. If in agrarian or traditional societies the number of “interests” on which groups are formed is insignificant, then in developed industrial societies there are many of them. That is why interest groups become important links between the state and a differentiated society. Due to the spread of education, the level of political activity of citizens is increasing.

There are positive and negative effects of groups on the political system. The positive is manifested in the strengthening of mechanisms of political representation, support of public debate, formation of public opinion, expansion of public participation in political life, control of the government. The negative side is: the activity can increase the level of political and social inequality in society, change the mechanisms of democratic control, and contribute to the closure of the political process.

Interest groups have advantages: they expand representation, contributing to a more accurate articulation of the interests and views of different social strata, they do this better than political parties, and they are an additional lever of influence on governments in the period between elections. contribute to the public debate, raising the level of public awareness of various aspects of politics; strengthen the mechanisms of political participation, acting as an alternative to political parties, promoting participation in politics at a lower level; is a counterweight to the state: the more of them, the stronger the civil society; contribute to political stability, acting as a kind of channel of communication between the government and society.

Interest groups have disadvantages: their activity contributes to the deepening of social inequality: they act from the privileged classes who have access to financial, educational, and organizational resources of society; divide the society, because they always have private interests than the general interests, the interests of minorities.

In Ukraine, the relationship between the executive power and the oligarchs has developed differently from other post-communist regimes. The nation's wealthiest men functioned politically as predators by nature-balancing each other and rallying against their greatest rival, the president, when they felt threatened. Since the early 1990s, Ukrainian tycoons freely

used their media assets in political battles. Partly as a result of this, no Ukrainian president has been re-elected in the past 30 years, with the exception of Leonid Kuchma, who served from 1994 to 2004.

For the most part, the elections in Ukraine were relatively clear and peaceful. But when the president tried to falsify the vote count or resorted to violence, the oligarchs stepped in to stoke popular discontent. The democratic uprisings of 2004 and 2013-2014 would not have received mass support so quickly and decisively if Ukrainian television was in the hands of the state.

Ukrainian President Volodymyr Zelenskyi launched a campaign of “de-oligarchization” shortly before the Russian invasion, and the war only intensified it. At the end of 2021, Zelenskyi signed a law that prohibits financing of political parties by individuals with millions of dollars in income and “influence” on the mass media. In January 2022, the fifth president, Poroshenko, was charged with treason in the case of the sale of coal by pro-Russian separatists of Donetsk and Luhansk for \$50 million (but no official charges were ever brought).

In March of last year, after the start of the war, Zelenskyi issued a decree that all TV channels should broadcast only “Edyny novyny”, developed by the Office of the President. Ukraine’s richest man, Renat Akhmetov, immediately surrendered his media licenses to the government, and security services searched the home of Kolomoiskyi, whose money and TV channel played a key role in Zelenskyi’s election.

Ukraine will move away from corruption and interference in national politics. Ukrainian civil society will be mature enough to replace them. It is highly unlikely that in three decades Ukraine will follow authoritarianism. However, wars threaten civil and political liberties even in mature republics, and Zelensky’s status as a war hero amplifies the usual temptations of unlimited power.

In fact, there are no oligarchs in Ukraine, but there are risks of the emergence of new ones. Ukrainian oligarchs lost their assets and political influence and thus effectively ceased to be oligarchs. However, there are still risks of the emergence of new oligarchs in Ukraine.

The International Monetary Fund identified the restoration of “oligarchic interests” in Ukraine as one of the risks for reforms and future donor support.

Businesses (business entities) help the army and citizens at various levels. Many companies provide financial assistance for the purchase of military equipment, ammunition and other equipment for the military; support their own employees, provide humanitarian assistance to displaced persons, provide hospitals with medicines and medical equipment.

Many companies are collecting funds for the repair and construction of infrastructure in the war zone.

However, even the impressive numbers do not allow one to fully appreciate the total amount of aid from business since the beginning of the full-scale invasion and the importance of such aid to the belligerent state. These and other areas of aid are a component of Ukraine's victory in the war.

Business representatives in Ukraine provided assistance programs, the amount of funds spent on charity and priority directions. For example, SCM (System Capital Management): self-made bulletproof vests and an aid program for Azovstal defenders. The group has one main program - "Steel Front", which combines all the military assistance of all Rinat Akhmetov's businesses.

At the same time, businesses made purchases of equipment, cars, and protective equipment. The priorities of the "Steel Front" are formed thanks to close cooperation with the military command and border guards. Drones, cars, communication systems are constantly needed.

DTEK's energy enterprises provide free electricity to hospitals, bread producers, as well as to all military and security structures.

As for humanitarian initiatives, the need is to help defenders who are not currently fighting. This includes treatment, prosthetics, adaptation, comprehensive support for them and their families.

New Post Office: Assistance is not limited to these units only - all those who make one-off requests also receive financial, logistical and other necessary support. The company is also concerned with demining the Ukrainian territory. That's why they bought robotic sappers for underwater demining. For the rehabilitation of wounded military personnel, Nova Poshta equips specialized medical facilities with simulators adapted for patients with damaged or lost limbs. There are programs aimed at supporting the civilian population as well. Thus, within the scope of the Humanitarian Post of Ukraine project, charitable foundations and volunteer organizations send goods to defenders or the civilian population, and the delivery is organized and paid for by Nova Poshta.

OKKO company: aid to the army, fuel funds and volunteers, restoration of de-occupied cities. Thus, from the first days of the invasion to the present day, as part of the project "We keep defenders warm", the company feeds defenders near hot spots for free at its gas stations.

For more than a year, the company has been helping fuel charities and public organizations involved in the evacuation of the population and the delivery of humanitarian goods for the Come Back Alive Foundation.

EPAM Systems company: humanitarian aid and digital solutions for the benefit of the state. To systematize the work, a single EPAM Response program was created. It works with three main directions: helping people, the state and educational partners, and has secured the support of charitable foundations and organizations. EPAM University's free educational programs are open to Ukrainians who are interested in technology or connect their future with IT, regardless of their location. The company's volunteers implemented many projects for various state institutions. As a patriotic and responsible business, the company is actively involved in solving urgent problems and challenges of wartime.

Foxtrot supported the Defense Forces and attracted global brands to help. cooperates with state authorities, volunteers, public and charitable organizations, encourages corporate volunteering, joined forces with the Charitable Association of Nations Foundation. The company's social initiative is to support projects aimed at helping animals rescued by military personnel and volunteers from the war zone.

Also, during the war, Privatbank significantly facilitated the collection of funds for many volunteers, public organizations, and charitable organizations.

The business uses the direction of infrastructure restoration in de-occupied territories, as well as in cities and towns affected by hostilities. In addition to repairing gas networks, gas distribution companies helped restore schools, bridges and other structures, and glass houses. Together with charitable foundations, they hand over food kits, personal hygiene products, clothes and warm things to people.

## **Conclusions**

Effective interaction between government, business and civil society is based on the formation of relations that could solve the main problems of society, align the interests of all parties. The growth of the regulatory role of the state in the system of relations between the government and business should be considered as a necessary condition for solving the problems of the state system.

It is shown that the evolution of the political relations of the state, civil society and business is based on the need for a contract that ensures interaction between business and the state through the diversity of interrelationships of the "state-business-society" system as components of political development through the enhancement of the status of business associations as leaders of interest's business community. The practice of interaction between business and government has developed various



principles, forms, models, coordination mechanisms, coordination of interests, mutual information, creation of business associations, unions, implementation of joint development programs.

It is substantiated that the mechanisms of political interaction of the state, civil society and business are gradually being replaced by mechanisms of political influence of the state on business. Analyzing the conclusion from the standpoint of a systemic approach, one can make another assumption that the political system does not respond to the “requirements” of business, accepting only signals of “support” from it. The formation of a system of interaction between the state and business requires taking into account the existing social, economic, legal and political conditions.

It has been established that the forms and principles of state corporatism determine relations when the government not only chooses those organizations and groups that should represent the interests of business in interaction with it, but also controls them. Interaction between the government, business and society is carried out through partnerships, societies, self-organization bodies of the population, public hearings, councils, expertise, and control. Business should intensify the process of translating the state and business relations into a plane where the basis of interaction is law.

The problem in implementing an effective concept of tripartite interaction is mistrust of official sources of information, insufficient amount of information. This is due to, firstly, the lack of desire on the part of the government, of interaction; due to the lack of structures that could perform such tasks; thirdly, due to the lack of an operational information system to ensure relations between the government, business and society. Thus, it is proposed to improve information solutions that allow authorities to collect, sort requests, develop solutions based on the analysis of results. Such platforms should operate on a transparent basis, subject to public control.

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